

THE GUIDANCE CENTER

Section II	Personnel Policies
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The Guidance Center is committed to a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices, including harassment. Therefore, The Guidance Center expects that all relationships among persons in the workplace will be business-like and free of bias, prejudice and harassment.

Equal Opportunity Employment

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Definitions of Harassment

- a. Sexual harassment constitutes discrimination and is illegal under federal, state and local laws. For the purposes of this policy, sexual harassment is defined, as in the Equal Employment Opportunity Commission Guidelines, as unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature when, for example: (i) submissions to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; (ii) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or (iii) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Sexual harassment may include a range of subtle and not so subtle behaviors and may involve individuals of the same or different gender. Depending on the circumstances, these behaviors may include, but are not limited to: unwanted sexual advances or requests for sexual favors; sexual jokes and innuendo; verbal abuse of a sexual nature; commentary about an individual's body, sexual prowess or sexual deficiencies; leering, catcalls or touching; insulting or obscene comments or gestures; display or circulation in the workplace of sexually suggestive objects or pictures (including through e-mail); and other physical, verbal or visual conduct of a sexual nature. Sex-based harassment, that is, harassment not involving sexual activity or language (e.g., male manager yells only at female employees and not males) may also constitute discrimination if it is severe or pervasive and directed at employees because of their sex.

- b. Harassment on the basis of any other protected characteristic is also strictly prohibited. Under this policy, harassment is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his/her race, color, religion, national origin, age (as required by law), disability, marital status, creed, covered veteran status, ancestry or political preference, sexual orientation or any other characteristic protected by law or that of his/her relatives, friends or associates, and that: (i) has the purpose or effect of creating an intimidating, hostile or offensive work environment; (ii) has the purpose or effect of unreasonably interfering with an individual's work performance; or (iii) otherwise adversely affects an individual's employment opportunities.

Individuals and Conduct Covered

These policies apply to all applicants and employees, and prohibit harassment, discrimination and retaliation whether engaged in by fellow employees, by a supervisor or manager, by Center members, or

by someone not directly connected to The Guidance Center (e.g., an outside vendor, consultant, or visitor).

Conduct prohibited by these policies is unacceptable in the workplace and in any work-related setting outside the workplace, such as during trips, meetings and Center-related social events.

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Retaliation is Prohibited

The Guidance Center prohibits retaliation against any individual who reports discrimination or harassment or participates in an investigation of such reports. Retaliation against an individual for reporting harassment or discrimination or for participating in an investigation of a claim of harassment or discrimination is a serious violation of this policy and, like harassment or discrimination itself, will be subject to disciplinary action.

Compliant Procedure

Reporting an Incident of Harassment, Discrimination, or Retaliation

Early intervention and reporting are generally the most effective methods of resolving actual or perceived incidents of harassment. Therefore, every employee has the obligation to take reasonable steps to avoid being harassed. This includes making it clear whenever one is offended. If an employee is offended by the behavior, he/she should not pretend that he/she is not, send mixed signals, remain silent, or mislead others. Instead, employees are encouraged to respectfully confront the harasser, when appropriate and sensible to do so, telling him/her in a respectful manner that his/her conduct is unwelcome, and asking that it stop.

If the employee feels uncomfortable confronting the harasser, or if the harassment does not stop after he/she has confronted the harasser, or if the employee feels retaliated against, or if the employee believes he/she has experienced conduct that is contrary to this policy, the employee should immediately report the situation. Such complaints are to be filed either with the Human Resource Director or the Executive Director.

If any behavior that might constitute harassment comes to the attention of any Clinic Administrator, supervisor or manager through any means (reported to them, observed, or learned of from another), the Clinic Administrator, supervisor or manager must immediately report the situation to the Human Resource Director or Executive Director. The Human Resource Director will have the responsibility of investigating and handling the matter.

Investigation

Any reported allegations of harassment, discrimination or retaliation will be investigated promptly, thoroughly, and impartially. The investigation may include individual interviews with the parties involved and, where necessary, with individuals who may have observed the alleged conduct or may have other relevant knowledge.

Confidentiality will be maintained throughout the investigatory process to the extent consistent with adequate investigation and appropriate corrective action.

Responsive Action

Misconduct constituting harassment, discrimination, or retaliation will be dealt with promptly and appropriately. Responsive action may include, for example, training, referral to counseling, monitoring of the offender and/or disciplinary action such as warning, reprimand, withholding of a promotion or pay increase, reduction of wages, demotion, reassignment, temporary suspension without pay, or termination, as The Guidance Center believes appropriate under the circumstances.

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Finally, these policies should not and may not, be used as a basis for excluding or separating individuals of a particular gender, or any other protected characteristic, from participating in business or work-related social activities or discussions in order to avoid allegations of harassment. The law and the policies of The Guidance Center prohibit disparate treatment on the basis of sex or any other protected characteristic, with regard to terms, conditions, privileges and perquisites of employment. The prohibitions against harassment, discrimination, and retaliation are intended to complement and further these policies, not to form the basis of an exception to them.

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